A Treasured Past

A Heritage Strategy for Nova Scotia 2008-2013

NOVA SCOTIA
Tourism, Culture and Heritage

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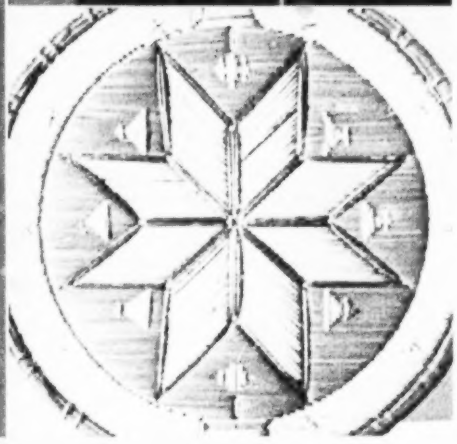


PREMIER'S MESSAGE

I am pleased to release *A Treasured Past, A Precious Future: A Heritage Strategy for Nova Scotia*, the first of its kind in our province.

Nova Scotia is blessed with a rich and diverse heritage. It gives us a deep knowledge of our past, a clear understanding of our present, and a solid foundation for our future. Recognizing and safeguarding this heritage is more than a mere nice-to-do, it is essential to our growth as a people.

This strategy puts forward a broad, long-term vision for our heritage, and is based on what Nova Scotians told us they value most. Through public consultations, we learned that Nova Scotians cherish our heritage, and that it means a range of things to different individuals and groups. For that reason, we have defined heritage broadly, to encompass our cultural heritage, such as artifacts, buildings, folklore, languages, and our natural heritage, including air, land, and water.

Each of us has a responsibility to be a steward of heritage. All levels of government, every business, every organization, every community and, indeed, every Nova Scotian must share in its preservation and celebration.

The Province of Nova Scotia invests heavily in our heritage, through Tourism, Culture and Heritage and many other departments and agencies. This strategy links to other government strategies and initiatives and will help us streamline the way we work together to manage heritage issues and resources in the future.

Nova Scotia's unique heritage defines us. It enriches our quality of life, attracts tourists, draws immigrants to our shores, contributes to our economic well-being, and helps to make Nova Scotia a desirable place to live, work, and do business. We look forward to working with all our partners to implement this strategy and to ensure that the heritage we pass on to our children and grandchildren is as rich as the one we inherited.

Rodney MacDonald
Premier of Nova Scotia

MINISTER'S MESSAGE

A Treasured Past, A Precious Future: A Heritage Strategy for Nova Scotia demonstrates government's commitment to preserve, protect, and promote our shared heritage for the benefit of all generations of Nova Scotians.

Nova Scotia's rich and unique heritage is one of our strongest assets, yet we know there are many challenges facing the sector. In 2005, we set out to develop a comprehensive strategy that would address the issues and guide government in the care and management of our heritage resources in the future.

With the help of the Voluntary Planning Heritage Strategy Task Force and our many heritage partners, we consulted extensively with individual Nova Scotians, heritage groups and organizations, and other jurisdictions to identify priorities and to develop this strategy.

It was clear through this process that Nova Scotians care deeply and passionately about our heritage. I would like to recognize the people who work in our sector, many of them volunteers, who are daily stewards and advocates of heritage as well as all those who contributed their time and expertise to help create this strategy.

A Treasured Past, A Precious Future provides a broad framework to manage our heritage resources in a more coordinated and effective way over the next five years and will be critical to providing a sustainable future for our precious heritage. I look forward to working in partnership with my colleagues in government, the heritage sector, and all Nova Scotians to achieve our shared vision for heritage.

Bill Dooks
Minister
Nova Scotia Tourism, Culture and Heritage

THE STRATEGY IN SUMMARY

A Treasured Past, A Precious Future **is a Government of Nova Scotia strategy that recognizes the importance of heritage to who we are and all that we can become. The strategy articulates and details three directions, or areas of focus, the government will undertake over the next five years. In focusing efforts, it will ensure our heritage is preserved, protected, promoted, and presented for present and future generations.**

Our vision is that all Nova Scotians, today and in the future, will know, appreciate, and experience the heritage that shapes our province.

Heritage is that which society inherits from previous generations and deems worthy of taking special measures to preserve for future generations, including our tangible and intangible cultural and natural heritage.

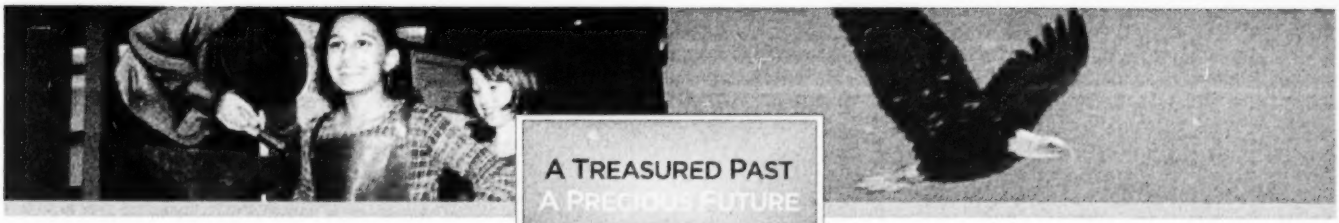
Tangible cultural heritage includes artifacts, buildings, and records.

Intangible cultural heritage includes folklore, language, oral history, music, skills, and belief systems.

Natural heritage includes land, water, air, and wildlife.

The government's goal is to ensure that heritage remains a vital part of Nova Scotia's future, enriching both citizens and society. To achieve this, it aims to

- celebrate the diversity of the heritage places, objects, stories, music, languages, and traditions that are special to all Nova Scotians
- value partnerships as an essential and effective means of achieving results
- create a sustainable system of provincially significant natural and cultural heritage resources
- manage strong heritage infrastructure, a skilled workforce, and programs and services to accommodate growth and change
- provide public education that increases understanding, awareness, and respect for Nova Scotia's diverse heritage
- facilitate the unique heritage springing from the province's indigenous Mi'kmaw culture and other founding cultures such as Acadian, African Nova Scotian, and Gaelic



Direction 1 of the strategy is to better co-ordinate the efforts of those who share responsibility to preserve, protect, promote, and present Nova Scotia's heritage.

To achieve this, the government will

1. Develop co-ordinated stewardship roles, policies, and support mechanisms within the provincial government and across governments.
2. Improve communications, collaboration, and co-ordination between government and non-governmental and community partners.

Direction 2 of the strategy is to improve the development and sustainable management of the full range of the province's significant heritage.

To achieve this, the government will

1. Identify, preserve, and protect significant natural and cultural heritage.
2. Prioritize existing heritage assets and align resources.
3. Develop a skilled workforce to deliver services in core areas of heritage.
4. Develop a modern legislative/policy framework for heritage.
5. Create a financial strategy to sustain development of heritage and maximize the use of existing resources for all stakeholders.

Direction 3 of the strategy is to increase public recognition of the value and relevance of the province's rich heritage.

To achieve this, the government will

1. Raise awareness and understanding of the social, economic, health, recreational, and environmental roles and benefits of heritage.
2. Improve promotion of opportunities for Nova Scotians and visitors to experience our heritage and understand its value and relevance.
3. Enhance our capacity to develop products and programs that interpret, present, and share our many heritage stories and that engage people.
4. Increase opportunities for students to experience our heritage and to understand its value and relevance.

THE SUM OF US

Tell me a story, a child pleads. And our minds reach back — back to all that we know — to places, people, practices, beliefs. Back to all that shapes us, so that we in turn, can shape the story we tell.

This is heritage. It is the sum of all that we are, so that we can shape our own story. And in Nova Scotia, blessed with our strong and varied heritage, we have the potential to create something compelling.

More than artifacts and archives, heritage is a combination of all the things that give us our sense of self — a sense of being Nova Scotian. It is the traditions we keep, the freedoms we cherish, the music we play, the tools we use. It is the lullaby sung to us in our parents' arms and the family histories our grandparents shared. The buildings that protect us, and the natural beauty that nourishes us. All these, and much more, are founded on our heritage.

Recognizing and safeguarding this heritage is more than a mere nice-to-do. It is, instead, essential to our growth as a people. Heritage gives us a deep knowledge of our past, a clear understanding of our present, and a solid foundation for our future.

Nova Scotians have an intrinsic understanding of this, and so too does the Government of Nova Scotia. It is committed to preserving, protecting, promoting, and presenting our shared heritage to the benefit of all Nova Scotians, for present and future generations. The strategy contained in these pages articulates how it will achieve this in a focused, assured manner. *A Treasured Past, A Precious Future* is a five-year provincial plan that will guide the government as it works in partnerships to ensure that the heritage we bequeath is as rich as the one we inherited.

Museums and more

A starting point for development of this strategy, as it was for the foundational work of the Voluntary Planning Heritage Strategy Task Force, was to reach a shared understanding of what is meant by *heritage*. The final report of the task force noted that Nova Scotians define heritage broadly and experience it in diverse ways. The government agrees with this broad view and adopts the definition offered:

Heritage is that which society inherits from previous generations and deems worthy of taking special measures to preserve for future generations, including our tangible and intangible cultural and natural heritage. (See Appendix A, Definitions.)

Examples of tangible cultural heritage are artifacts, buildings, and records. Intangible cultural heritage includes folklore, language, oral history, music, skills, and belief systems. Natural heritage includes land, water, air, and wildlife.

The broadness of this approach to heritage is reflected in the scope of public programs and services to preserve, protect, promote, and present heritage. The government operates the Nova Scotia Museum's family of 27 provincial museums, maintains more than 200 heritage buildings, conserves and cares for a collection numbering over one million artifacts and specimens, and provides support to assist the operation of community museums and other heritage facilities.

In addition, the government manages provincial parks and Crown lands, preserves and promotes our unique cultures through distinct provincial offices, and administers natural and cultural heritage legislations. These activities, and a myriad of others managed solely by the province or with federal, municipal, and community partners, combine to form a truly broad and all-embracing heritage system.

Given the scope of responsibilities, the government believes planning is imperative if it is to carry out its activities in a co-ordinated, systematic way. The directions outlined in this strategy define where the government will put its energy and effort in the years ahead to achieve best gains in heritage development. It aims to ensure our past is treasured, so that our future may prosper.

Many minds, many hearts

Developing any effective strategy requires many minds and many hearts. In this, the Government of Nova Scotia is indebted to the Voluntary Planning Heritage Strategy Task Force and the many Nova Scotians who spoke or wrote to its members about their concerns and aspirations for heritage in our province.

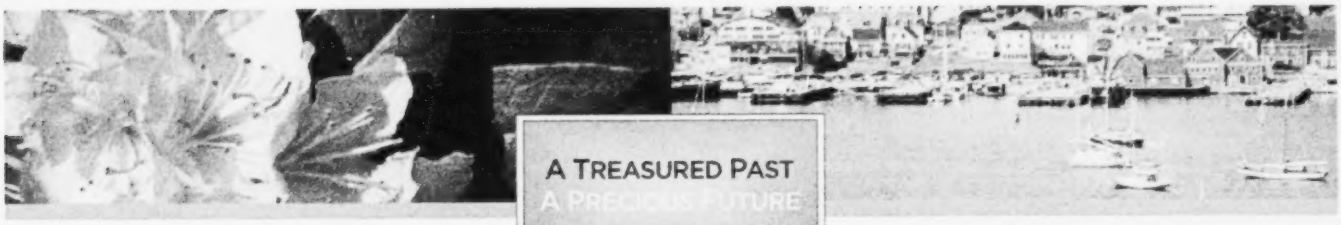
The Department of Tourism, Culture and Heritage, with the assistance of the Federation of Nova Scotian Heritage, engaged Voluntary Planning to consult Nova Scotians to ensure this strategy accurately reflected what they most valued. Voluntary Planning struck the Heritage Strategy Task Force, and over 16 months beginning in the fall of 2005, it held meetings throughout the province. Among them were 22 community hall meetings and discussions with numerous organizations and heritage specialists. The task force also received 500 written submissions and conducted research. The level and quality of participation spoke volumes about the engagement of and interest in the heritage sector in our province.

The task force released its final report in December 2006 with 59 recommendations covering a range of topics. In developing this provincial strategy, the government heeded the call to make a number of difficult decisions, invest more in heritage, and create several key partnerships. It also committed to addressing with other governments and organizations those recommendations that fall within their mandates.

The planning process for this strategy did not seek to replicate the extensive work of the task force, notably its assessment of the current environment. Instead, the findings and recommendations of the task force informed development of *A Treasured Past, A Precious Future*, and its influence is noted throughout this strategy. In Appendix B, we provide a key chapter of the task force's report titled *Foundations for a Heritage Strategy*. For the full text of the task force's report, *Our Heritage Future, A Shared Responsibility*, visit <www.gov.ns.ca/vp/Task_Force/Heritage/Heritage.html>.

With the release of the task force report, the government launched a two-phased process to develop its heritage strategy. The first phase assessed critical issues and opportunities, and the second centred on making strategic choices within a governmental context. Appendix C, The Process and Research, provides greater detail of these phases. In addition, Appendix D, How It Fits Together, examines the heritage strategy's alignment with the work being carried out across government to address Nova Scotia's sustainable prosperity and environmental future.

Our collective understanding and commitment to heritage can be one of this province's greatest strengths as we face a future of possibilities. The Government of Nova Scotia releases this strategy with every confidence that its three directions, or areas of focus, will guide us all to realizing those possibilities, for present generations and those to come.



A TREASURED PAST
A PRECIOUS FUTURE

OUR VISION

All Nova Scotians, today and in the future, will know, appreciate, and experience the heritage that shapes our province.

This vision, proposed by the Voluntary Planning Heritage Strategy Task Force and adopted by government, reflects the diversity of hopes and interests of Nova Scotians, and more specifically, stakeholders in the heritage sector. A focus on achieving this vision ensures our heritage is treasured for generations.

OUR VALUES

Several values underpin the work the government carries out to achieve the vision. They provide enduring guidance to the decisions government makes, the initiatives it develops, and the relationships it forms with partners.

- **Heritage**
  - celebrates Nova Scotia's uniqueness and diversity
  - enhances quality of life for all
  - contributes to prosperity
  - contributes to opportunities for lifelong learning
  - is intrinsic to a sense of identity, a sense of community, and pride of place
  - is essential to the preservation, development, and sustainability of Nova Scotia's communities
- **The stewardship of heritage is important to Nova Scotians.**
- **Heritage stewardship is a shared responsibility. All Nova Scotians have a role to play in preserving, protecting, and promoting our heritage.**

OUR GOAL

Acting for the public good, the Government of Nova Scotia preserves, protects, promotes, and presents the province's natural and cultural heritage resources. Its goal is to ensure that heritage remains a vital part of Nova Scotia's future, enriching both citizens and society.

This goal speaks to government's intent to integrate and sustain efforts of its heritage agenda across departments and agencies. To achieve success, the government aims to

- **celebrate the diversity of the heritage places, objects, stories, music, languages, and traditions that are special to all Nova Scotians**
- **value partnerships as an essential and effective means of achieving results**
- **create a sustainable system of provincially significant natural and cultural heritage resources**
- **manage strong heritage infrastructure, a skilled workforce, and programs and services to accommodate growth and change**
- **provide public education that increases understanding, awareness, and respect for Nova Scotia's diverse heritage**
- **facilitate the unique heritage springing from the province's indigenous Mi'kmaw culture and other founding cultures such as Acadian, African Nova Scotian, and Gaelic**

The government is actively involved in heritage management, and it is worth noting that it takes responsibility in the context of heritage resources, legislated mandates and regulations, programs and services, and in the integrated assessment of strategic issues concerning heritage across its departments and agencies.

Ultimately, however, the responsibility for heritage belongs to us all — to every level of government and to every Nova Scotian. It belongs to every organization that views itself as supportive of our rich past and every community and business that might affect or be affected by the future of the province's heritage. Heritage is a shared responsibility with collective stewardship. To be an effective steward, every Nova Scotian must care about and advocate for our heritage.

OUR STRATEGIC DIRECTIONS

1. Co-ordinate efforts

Strategic direction 1.0 is to better co-ordinate the efforts of those who share responsibility to preserve, protect, promote, and present Nova Scotia's heritage.

To achieve this, the government will

1. Develop co-ordinated stewardship roles, policies, and support mechanisms within the provincial government and across governments.
2. Improve communications, collaboration, and co-ordination between government and non-governmental and community agencies.

2. Develop sustainability

Strategic direction 2.0 is to improve the development and sustainable management of the full range of the province's significant heritage.

To achieve this, the government will

1. Identify, preserve, and protect significant natural and cultural heritage.
2. Prioritize existing heritage assets and align resources.
3. Develop a skilled workforce to deliver services in core areas of heritage.
4. Develop a modern legislative/policy framework for heritage.
5. Create a financial strategy to sustain development of heritage and maximize the use of existing resources for all stakeholders.

3. Increase recognition

Strategic direction 3.0 is to increase public recognition of the value and relevance of the province's rich heritage.

To achieve this, the government will

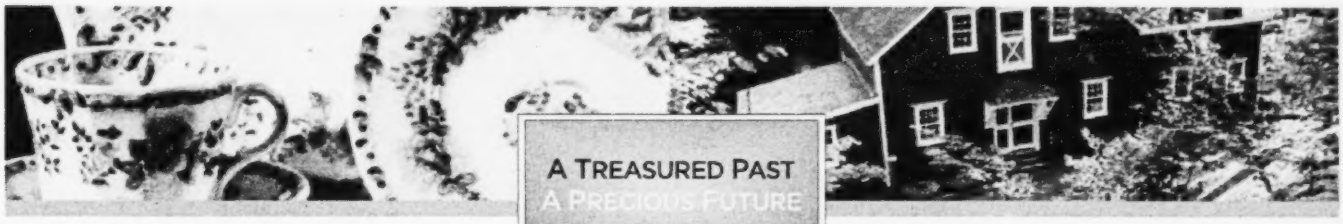
1. Raise awareness and understanding of the social, economic, health, recreational, and environmental roles and benefits of heritage.
2. Improve promotion of opportunities for Nova Scotians and visitors to experience our heritage and understand its value and relevance.
3. Enhance our capacity to develop products and programs that interpret, present, and share our many heritage stories and that engage people.
4. Increase opportunities for students to experience our heritage and to understand its value and relevance.

1. Co-ordinate efforts

The first strategic direction is to better co-ordinate the efforts of those who share responsibility to preserve, protect, promote, and present Nova Scotia's heritage. By successfully implementing the initiatives outlined below, government departments, agencies, non-governmental organizations, and community partners will work together more effectively to achieve a shared vision for the stewardship of Nova Scotia's heritage. Each will have clarity and focus on their mandated roles and responsibilities.

1.0 Develop co-ordinated stewardship roles, policies, and support mechanisms within the provincial government and across governments.

	Priority Initiatives	Activities
	Establish a provincial interdepartmental Heritage Strategy Implementation Team. **The team will be comprised of representatives from core government departments and offices with roles in advancing the heritage mandate. It will meet at least twice a year.**	**The team will co-ordinate government's implementation of the heritage strategy. Among other things, it will** - Facilitate an annual government heritage forum to discuss policy issues and opportunities to share and maximize resources. - Present a report on the heritage forum to deputy ministers each year. - Support the implementation of the Provincial Coastal Management Framework. - Endorse the Standards and Guidelines for the Conservation of Historic Places in Canada, which assist owners in maintaining heritage properties without negatively affecting heritage value. - Work more closely across departments to develop heritage initiatives arising from the province's indigenous and early cultures. - Contribute to the preservation and growth of the Acadian and francophone community, as outlined in the French Language Services Act.
	Enhance opportunities for partnerships with other levels of government.	**Projects included in this initiative will** - Celebrate and enhance projects emerging from the culture and heritage committee of the Mi'kmaq-Nova Scotia-Canada Tripartite Forum. - In co-operation with the Mi'kmaw First Nation, develop approaches to support the protection and revitalization of the Mi'kmaw language, beginning with government working with the Mi'kmaq to document the Mi'kmaw language as both a historical reference tool and an educational tool. - Develop a policy with Heritage Canada that recognizes African Nova Scotian culture and Gaelic language and culture as two of the country's early cultures and provides related financial support.



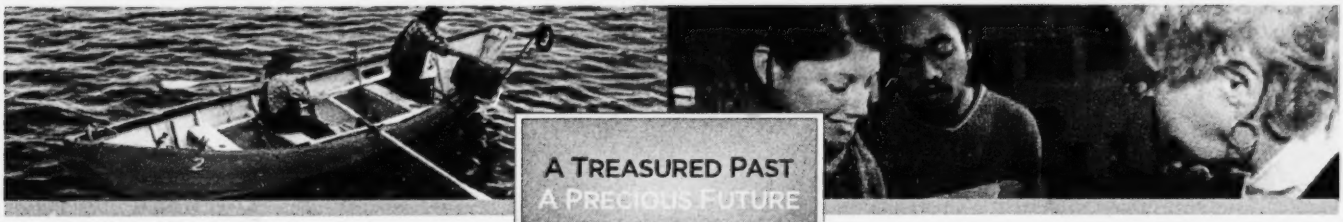
		- Increase municipal engagement in built heritage by working with municipal governments through the Provincial Heritage Property Program and the Federal/Provincial/Territorial Historic Places Initiative. - Involve working with the Council of Nova Scotia Archives to encourage municipalities to support and/or develop municipal archives.

1.2 Improve communications, collaboration, and co-ordination between government and non-governmental and community partners.

	Priority Initiatives	Activities
1.2.1	**Work with the Nova Scotia Museum Board of Governors, the Advisory Council on Heritage Property, and sector partners toward establishing a heritage sector council.**	To ensure strategic development of a heritage sector council, we will work together to analyze the issues, review best practices related to governance, membership, and budgets, and include the province's indigenous and early cultures.
1.2.2	**Work with non-governmental agencies, community groups, organizations, and members of the public to advance shared goals.**	**Some key partnership activities will** - Support efforts to have the Joggins Fossil Cliffs and Grand-Pré sites designated United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage sites. - Continue to support the development of Mi'kmawey Debert, an initiative to provide the Mi'kmaq with a place to tell their stories, protect their past, and explore their history. - Involve working with the Council of Nova Scotia Archives archival advisor to deliver education and outreach programs and services to the archival community. - Create a provincial archival development program to cost-share projects that enhance and expand preservation management and public access to archival heritage. - Ensure sustainability of the Passage Project, which helps community museums with information management and digitization, by working with the Federation of Nova Scotia Heritage and the museum sector to cost-share the project. - Enhance support to locally managed museums of the Nova Scotia Museum to develop strategic plans. - Finalize an outreach strategy to better educate and involve stakeholders and the public in environmental management and decision-making.

Measuring success
An annual report to deputy ministers from the Heritage Strategy Implementation Team will assess how well government succeeds in co-ordinating efforts among provincial departments and with other stakeholders in the heritage sector.

Link to the report of the Voluntary Planning Heritage Strategy Task Force
Priority initiatives and activities identified under this strategic direction address recommendations regarding intangible cultural heritage, cultural diversity, built heritage, the governance of heritage, archives, natural heritage, and planning.



2. Develop sustainabilty

The second strategic direction is to improve the development and sustainable management of the full range of the province's significant heritage. By successfully implementing the initiatives within this strategic direction, governments, communities, private sector organizations, and individuals will work together to support heritage in ways that ensure viability and vitality now and in future generations. The system of our most valued heritage assets will be managed sustainably based on realistic and creative plans to provide high-quality products and services. Resources will be allocated on the basis of objective criteria, including effective management and sharing of resources.

2.1	Identify, preserve, and protect significant natural and cultural heritage.	
	Priority Initiatives	**Activities**
2.1.1	**Working with the heritage sector, identify strategies for the proactive protection and development of the province's rich heritage resources.**	**Fundamentally, all of the directions and initiatives identified in this strategy will strengthen the heritage system and support proactive protection and management of resources. Related activities may include strategies focused on the provincial collection of artifacts and specimens, strategies that** - Support the continued development of a conservation strategy for the provincial collection and an enhanced focus on preservation management and preventive conservation measures in archives. - Work with the Mi'kmaq community to build capacity to hold and interpret artifacts and heritage experiences to ensure the interpretation and presentation of Mi'kmaq heritage is authentic. **Through the Environmental Goals and Sustainable Prosperity Act, we will adopt strategies to ensure the sustainability of the province's natural capital in the areas of forests, minerals, parks and outdoor recreation, and biodiversity. Specifically, the government will** - Establish a policy to prevent net loss of wetlands by 2009. - Develop a water resources management strategy by 2010. - Develop a natural resources strategy by 2010. - Work to protect 12 per cent of landmass by 2015.

2.2	Prioritize existing heritage assets and align resources.	
	Priority Initiatives	**Activities**
2.2.1	**Complete an environmental scan to determine significance (national, provincial, and local) and develop elements for consideration to define provincial significance for Nova Scotia.**	Establishing parameters on what is provincially significant will help the government to define its mandate and align resources more effectively. A clearer definition of what is provincially significant will help other levels of government to clarify their roles and responsibilities and identify gaps in support.
2.2.2	**Work with the Council of Nova Scotia Archives to refine the archival acquisition strategy and on joint projects to maximize benefits to the archival community and the general public.**	Related activities may include rationalization of archival acquisitions and archival holdings across the province, as well as co-operative microfilming and digitization.

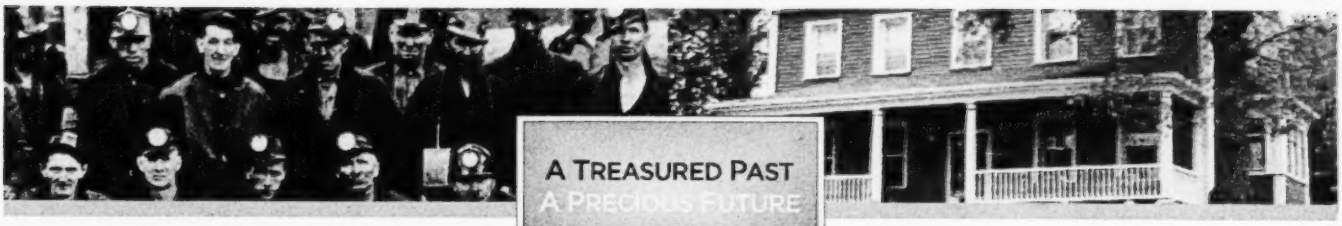
2.3	Develop a skilled workforce to deliver services in core areas of heritage.	
	Priority Initiatives	**Activities**
2.3.1	**Promote the value of heritage workers in Nova Scotian communities and the broader provincial economy.**	The Voluntary Planning Heritage Strategy Task Force highlighted human resource challenges in the sector. The government will define the gaps in museological functions and enhance training and development opportunities for heritage workers, volunteers, students, and mid-career professionals. **Related projects will** - Identify and support skills development in archeology, interpretation, preservation, business/marketing, geology, and anthropology. - Explore opportunities for apprenticeships, internships, and mentor programs.

2.4	Develop a modern legislative/policy framework for heritage.	
	Priority Initiatives	**Activities**
2.4.1	**Review all heritage legislation.**	The government will review the Heritage Property Act in 2008, an act that was identified as an area of concern by the Voluntary Planning Heritage Strategy Task Force. It will also review the Treasure Trove Act, the Special Places Protection Act, and the Cemeteries Protection Act over the next five years, in consultation with community and sector partners.

2.5	Create a financial strategy to sustain development of heritage and maximize the use of existing resources for all stakeholders.	
	Priority Initiatives	**Activities**
2.5.1	**Led by the strategy implementation team (see priority initiative 1.1.1), identify the total provincial government investment in heritage.**	Assembling baseline information on heritage investment will help the government to assess trends in investment over time. This data will also allow government to determine funding gaps and make best decisions in such areas as reinvestment in the provincial built heritage program.
2.5.2	**Conduct a best-practice review of funding alternatives.**	The government will explore funding alternatives, including endowment funds, membership campaigns, and the regrouping of heritage attractions. **Related work will** - Collate data to determine total leverage dollars per dollar of government heritage investment. - Collate and communicate in-kind volunteer contributions to heritage.
2.5.3	**Examine and evaluate the structure of the Nova Scotia Museum and museum funding programs in partnership with the Nova Scotia Museum Board of Governors and sector leaders.**	The Voluntary Planning Heritage Strategy Task Force recommended a review and restructure of the Nova Scotia Museum. The government will review the structure.

Measuring success
How well the government succeeds in improving the development and sustainable management of the full range of the province's significant heritage will be assessed in terms of
- economic return on heritage investment
- increase in private sector investment
- total in-kind volunteer hours invested

Link to the report of the Voluntary Planning Heritage Strategy Task Force
Priority initiatives and activities identified under this strategic direction address recommendations with respect to heritage promotions, museums, cultural diversity, heritage workers, built heritage, archeology and paleontology, underwater cultural heritage, natural heritage, education, and planning.



3. Increase recognition

The third strategic direction is to increase public recognition of the value and relevance of the province's rich heritage. By successfully implementing the initiatives within this strategic direction, a critical mass of Nova Scotians will experience heritage as relevant to their personal lives, take responsibility for their diverse heritage, and actively share it with visitors. They will also advocate for heritage as integral to a high quality of life and the sustainable prosperity of their communities. In addition, all students will experience Nova Scotian heritage as part of their primary to grade 12 education.

3.1	Raise awareness and understanding of the social, economic, health, recreational, and environmental roles and benefits of heritage.	
	Priority Initiatives	**Activities**
3.1.1	**Develop a communications framework to guide and focus activities intended to raise awareness and understanding of heritage.**	The government will conduct surveys and research to inform communication planning and to obtain baseline information on public perceptions of heritage and on the benefits of sustaining and developing heritage initiatives and sites. Subsequent surveys will track progress and identify issues. Research will include an audit of the communication activities of provincial government departments with the aim of co-ordinating and leveraging efforts.
3.1.2	**Promote the relationship between heritage and its environmental benefits.**	**Projects included in this initiative will** - Continue research with environmental stakeholders to link built heritage conservation with environmental sustainability. - Promote and preserve traditional knowledge with respect to sustainable rural development through education on traditional methods of pest control. - Increase the knowledge and profile of Canadian Heritage Rivers in Nova Scotia as examples of public stewardship.
3.2	Improve promotion of opportunities for Nova Scotians and visitors to experience our heritage and understand its value and relevance.	
	Priority Initiatives	**Activities**
3.2.1	**Develop an awareness campaign to enhance Nova Scotians appreciation of the benefits of heritage.**	The government will promote heritage using a wider variety of media and an increase in the quantity of materials on such websites as <novascotia.com>. In addition, it will increase the quantity and quality of information to current websites. The government will also undertake projects to raise the profiles and roles of the province's indigenous and early cultures, such as - A documentary on Gaelic language and culture in Nova Scotia will be created to explore the interface between

		Gaelic and other early cultural groups and the continued promotion of Nova Scotia in Gaelic-speaking regions in Europe as a basis for exchange, cross-promotion, cultural tourism, and economic development. - Collaborative efforts with the Mi'kmaq through the Mi'kmaq Cultural Tourism Network to strengthen the Mi'kmaq heritage, tourism, and cultural sectors will continue and highlight initiatives such as the Wabanaki I and II and III resources.
3.3	Enhance our capacity to develop products and programs that interpret, present, and share our many heritage stories and that engage people.	
	Priority Initiatives	**Activities**
3.3.1	**Create an interpretive master plan for Nova Scotia.**	The government will use this plan to direct the renewal and development of interpretive programs, services, and outreach activities and to define the quality of the interpretive experience for visitors to heritage sites. With the completion of an interpretive master plan, the collective heritage resources of Nova Scotia will be managed and communicated in a manner that is relevant to all Nova Scotians and visitors and that supports the mandates of diverse government departments and agencies.
3.3.2	**Identify opportunities to support complementary activities (as part of the process of creating an interpretative master plan).**	**Included activities will** - Celebrate historical milestones such as the 100th anniversary of the publishing of the *Tent Dwellers*, a seminal publication on wilderness travel in Nova Scotia. - Support the new partnership between the Canadian Heritage Rivers System and the Canadian Wildlife Federation to promote Rivers to Oceans Week, which focuses on creating an understanding of watersheds, connection to fresh- and saltwater environments and what can be done to protect them. - Enhance the ability to provide services in French through the government's Bonjour program. - Involve working with communities to strengthen heritage facilities with a particular focus on promoting sites, initiatives, celebrations, and gatherings of the province's indigenous and early cultures.
3.3.3	**Increase capacity to produce archival resources online.**	**Increasing digitization and archival resources online will expand and enhance public access to heritage. Among related activities, the government will** - Continue to systematically increase historical vital statistics content on <novascotiageneaology.com>. - Partner with other service providers, such as The Generations Network, to digitize genealogical records at the Nova Scotia Archives. - Initiate a system to digitize archival microfilm for distribution to support community and family history and lifelong learning.

3.4	Increase opportunities for students to experience our heritage and to understand its value and relevance.	
	Priority Initiatives	**Activities**
3.4.1	**Strengthen efforts to enhance heritage educational resources available to and developed with the Department of Education.**	**Projects included in this initiative will** - Implement a pilot project that directly links museum interpretive product with the junior high social studies curriculum; the project will identify interpretive gaps and facilitate more strategic use of museums by students. - Continue efforts to increase the accessibility, quality, and quantity of Mi'kmaw, African Nova Scotian, Gaelic, and Acadian educational resources available to support public school curriculum. - Build links to curriculum through the design and development of online archival resources. - Increase the number of co-operative education placements related to heritage.
3.4.2	**Promote and enhance opportunities to support lifelong learning of heritage**	**Included activities will** - Collaborate more with educational institutions to develop and offer courses on preserving heritage skills. - Increase the number of heritage workplace training opportunities available to mid-career professionals. - Enhance Aboriginal Perceptions training currently being provided through the Public Service Commission. - Develop Gaelic language and cultural sensitivity training. - Develop a culture and heritage African Nova Scotian Community Action Partnership (ANSCAP). - Develop and deliver African Nova Scotian cultural experiences training.

Measuring success
How well the government increases public recognition of the value and relevance of the province's rich heritage will be assessed in several areas, including
- attendance at historic sites and visits to selected websites
- results of public opinion surveys
- newly created qualitative measures for heritage, developed in partnership with the heritage community and the Arts and Culture Partnership Council

Link to the report of the Voluntary Planning Heritage Strategy Task Force
Priority initiatives and activities identified under this strategic direction address recommendations with respect to education, planning, recognizing the social and economic roles of heritage in our society, heritage promotions, and natural heritage.

A STORY TO TELL

Nova Scotia has a unique narrative to offer Canada and, indeed, the rest of the world. We have a rich history that defines us and natural surroundings that inspire us. We are fortunate to be able to tell such a compelling story — and we can continue to do so by cherishing our heritage.

As much as heritage is about our past, it is also about our future — a future we have a tremendous capacity to create if we are grounded in what came before us. In this strategy, *A Treasured Past, A Precious Future*, the Government of Nova Scotia fully acknowledges this certainty and wholeheartedly embraces its role to care for, protect, and manage our heritage to enrich society and the lives of its citizens.

This endeavour is not the provincial government's alone, however. Heritage belongs to all. It is a responsibility shared by all levels of government and by every Nova Scotian, every business, every organization, and every community. We are all called to play a part in championing and caring for our heritage.

Much work lies ahead. *A Treasured Past, A Precious Future* offers a solid foundation upon which to carry out this work while adjusting to shifting social, economic, and environmental conditions. The government will do its part by, among other things, developing action plans to implement the strategy's initiatives and refining evaluation tools to measure its efforts. It calls on Nova Scotians, particularly the heritage community, to join in numerous areas as together we pursue the strategic directions detailed in the five-year plan:

> We will co-ordinate more effectively the efforts of those with shared responsibility in the heritage sector so that our work can be greater than the sum of its parts.
>
> We will raise public recognition of the value and relevance of Nova Scotia's heritage so that we can better appreciate and share all that we are proud of.
>
> We will improve the development and sustainable management of the sector so that those who come after can continue this valuable work.

This we do as the Government of Nova Scotia and as Nova Scotians. To do less would be to break faith with those who built and shaped this province. Instead, in pursuing this heritage strategy, we ensure that our children — and the children to come — will in their turn have a story to tell. A story of Nova Scotia.

APPENDIX A DEFINITIONS
(OF TERMS USED IN THIS SRATEGY)

Heritage is that which society inherits from previous generations and deems worthy of taking special measures to preserve for future generations, including our tangible and intangible cultural and natural heritage.[1]

Tangible cultural heritage includes artifacts, buildings, and records.
Intangible cultural heritage includes folklore, language, oral history, music, skills, and belief systems.
Natural heritage includes land, water, air, and wildlife.

Heritage stewardship and **heritage management** are among the terms used interchangeably to describe government's responsibility for managing heritage and heritage resources for the public good. The terms encompass activities that include

- preserve, manage, and present
- preserve, protect, and enhance
- preserve, protect, promote, and present
- conserve, manage, maintain, and monitor
- preservation, maintenance, development, and protection

Stewards refers to every Nova Scotian. This strategy focuses primarily on the stewardship or management role of government and organizations rather than individuals. However, success requires each Nova Scotian care about — and be a steward of and advocate for — our heritage.

Heritage assets and **heritage resources** include tangible and intangible, cultural and natural resources, such as

- ecosystems, wildlife, forests, mineral resources
- archeological, historical, or paleontological objects or remains
- documentary heritage
- languages such as Mi'kmaq, Gaelic, and Acadian dialects
- traditional knowledge, oral traditions and expressions, and songs
- protected areas and heritage landscapes and rivers
- heritage places, including churches, houses, farm buildings, streetscapes, cemeteries, industrial structures, historic districts, archeological and paleontological sites, and cultural landscapes

Heritage infrastructure typically includes physical plant (museum, archive, site), interpretive and way-finding media, knowledge infrastructure (research, academia), and information systems — but not the actual heritage resources. In some jurisdictions, a culture that supports partnerships, networks, collaborative forums, and communications processes can also be considered part of the infrastructure for heritage.

1 Based on the Final Report of the Voluntary Planning Heritage Task Force, *Our Heritage Future, A Shared Responsibility*, December 2006.

Heritage workers and **workforce** includes paid employees and volunteers.

Developing a statement of **natural or cultural significance** for heritage resources is common practice. The statement is based on the assessment of natural or cultural values. Legislation typically includes the term "outstanding significance." The statement of significance provides the rationale for including the asset within the provincial system of heritage assets, and the statement helps to ensure that the resource receives the right level and type of resources and management within the system.

Developing descriptions or indicators of the **integrity or health of the heritage resource** is also common practice. As we manage or provide stewardship over time, we can assess whether the resources are in better or worse shape. If we can make our management practices more sustainable, then we will have a better chance of maintaining or improving the integrity of the resources.

Some **lists of heritage resources** are statutory (i.e., created by law) and others are non-statutory, such as those prepared by professional or volunteer associations. Up-to-date inventories are essential information tools to co-ordinate the contributions of many stewards and to plan in a systemic way.

A **sustainable system of provincially significant heritage resources** means, in part, that the commitment government makes to be a steward for those resources for the public good is within government's means and producing positive social, economic, and environmental outcomes. This aim relates to the correlation between demonstrated relevance and perception of the value of heritage by the public and adequate public funding for heritage stewardship. Several provincial and federal government departments are pursuing sustainable development initiatives with community and regional partners.

APPENDIX B
FOUNDATIONS FOR A HERITAGE STRATEGY

Excerpt from the Final Report of the Voluntary Planning Heritage Strategy Task Force, *Our Heritage Future, A Shared Responsibilty,* December 2006.

An effective heritage strategy requires a shared understanding of both heritage and strategy. It needs to be guided by a mission, a vision, and values. Nova Scotia's heritage strategy needs to be informed by an analysis of the sector's strengths, weaknesses, opportunities and threats. An effective strategy should also consider the capacity limitation facing the sector. To set the stage for our recommendations we first want to provide our perspective on each of these important elements.

UNDERSTANDING HERITAGE AND STRATEGY

The task force's mandate called for us to provide input and guidance on a heritage strategy in the form of recommendations to the Province of Nova Scotia. As a starting point for our work, the task force paused over the definitions of heritage and strategy.

HERITAGE

Many definitions of heritage exist. Some that were shared with us include "heritage is what we inherit" and "heritage is what we value as worthy of being passed on to succeeding generations." We also heard that heritage will be continuously discovered, re-discovered, interpreted, re-interpreted and created.

Nova Scotians told the task force that our province needs to take a broad holistic view of heritage. Consequently, we believe that for the purposes of developing a strategy, heritage should encompass our cultural heritage (both tangible and intangible) and our natural heritage. Responses to our interim report supported the inclusion of the natural environment in Nova Scotia's definition of heritage.

Tangible Cultural Heritage — Artifacts, Buildings, Records

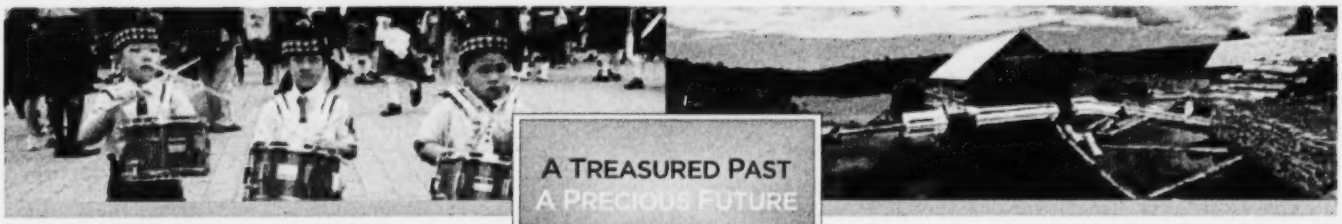
Our tangible (or physical) cultural heritage received a great deal of attention. People communicated their desire that Nova Scotia should take greater steps to care for our artifacts, buildings, and records of all types. This discussion frequently involved museums, archives, or other heritage sites.

Intangible Cultural Heritage — Folklore, Language, and Oral History

Our intangible cultural heritage also received considerable mention in our community meetings and in the written submissions we received. People understand intangible cultural heritage to be folklore, language, and oral history. We heard that for many people legends, stories, and traditions mean much more than any physical remnants of the past. Respondents told us there is an urgent need to place greater emphasis on collecting our folklore and oral history before they are lost.

Natural Heritage — Land, Water, Air

Respondents to our consultations spoke and wrote passionately about the need to include natural heritage in Nova Scotia's overall strategy. They highlighted our province's official protected areas, our heritage rivers, and our endangered species as important heritage concerns. We also heard about the detrimental effects of industrial forestry, the fear of losing traditional access to the coastline, and the quality of our waterways as habitat for fish.



Keeping these facets of heritage in mind, the task force adopted the following working definition of heritage as a guide: Heritage is that which society inherits from previous generations and deems worthy of taking special measures to preserve for future generations, including our tangible cultural, intangible cultural, and natural heritage.

STRATEGY
Industry Canada's Strategis website helped us to define "strategy" as a comprehensive plan or action orientation that identifies the critical direction and guides the allocation of resources of an entire organization. A strategy is typically a statement about what should be done to ensure prosperity based upon an organization's mission, vision, and values.

We submit the recommendations in this report as an essential step towards the development of a heritage strategy for Nova Scotia.

No Place Like Home
Heritage is very real and close to the hearts of all Nova Scotians. Think of the many displaced Nova Scotians across the country who gather in pubs, in homes, and at social events just to be together with other Nova Scotians. A Globe and Mail article (April 2006) about the many commuters who work in Fort McMurray but continue to live in Cape Breton found people who wouldn't relocate because they wouldn't live or raise their families anywhere else. Alistair MacLeod's award-winning novel, No Great Mischief, is about this kind of strong family history and culture. Families, traditions, and the ties that bind us to the land of our ancestors continue to be important to Nova Scotians. Heritage matters.

MISSION: THE ROLE OF HERITAGE IN OUR SOCIETY
Can you imagine Nova Scotia without old town Lunenburg or Halifax without its fortress at Citadel Hill? Can you imagine not having burial grounds and cemeteries to mark the final resting places of those who have gone before us? Can you imagine not having any stories and songs passed down from one generation to the next or our beautiful rugged coastline without any lighthouses? Most Nova Scotians would not be able to picture any of these things, because they expect that their heritage will always exist.

This is of course not the case. A significant and sustained effort with adequate investments for protection, preservation, and interpretation are required to sustain our heritage and realize its potential. Without a supportive and active environment for heritage, these nonrenewable assets will deteriorate over time and be lost. And one wrecking ball, one fire, or one bad decision by citizens, planners, or politicians can destroy hundreds or even thousands of years of embodied history.

Heritage plays an intrinsic role in shaping our individual and collective identity, a way of life cherished by those who live here and all those who come to visit and explore.

Respondents to our consultations told us that heritage contributes to our society. We listened. After much reflection, we believe the primary role of heritage is one of personal and social enrichment. A secondary role relates to the economic impact (direct and indirect) of heritage in our province and in our communities.

PERSONAL AND SOCIAL ENRICHMENT
Heritage enriches our day-to-day lives. It has the potential to enrich individuals and society.

We heard through our consultations that Heritage instills and reaffirms for us, as Nova Scotians, our very identity as a people. It contributes to our self-esteem and confidence in what we can achieve. Heritage enables us to establish bonds through the generations.

It represents our collective memory. Heritage is a source of positive self-image. It enlightens us. Heritage provides us with a sense of place and attachment to that place. It provides us with inspirational role models. Heritage educates us on the important lessons of the past. Through a sense of rootedness, it fosters our ability to adapt to change. Heritage instills in us understanding, respect, and appreciation for other cultures. It is a reminder of our strength, creativity, and resourcefulness. Heritage allows us to value our successes and our failures. It allows us to commemorate our heroes. Heritage affects our mental and physical health. It contributes to our spiritual well-being. Heritage creates for us a feeling of unity, cohesiveness, and belonging. It fulfills our sense of duty and obligation to remember our past. Heritage thwarts assimilation by dominant cultures. It provides hope that our own contributions will be remembered. Heritage is a major contributing factor to our quality of life.

We can all relate to the value of a tolerant society, to a positive self-image, to feeling like you belong, and to the empowering influence of confidence.

Small gains in these intangible qualities translate into major gains for society.

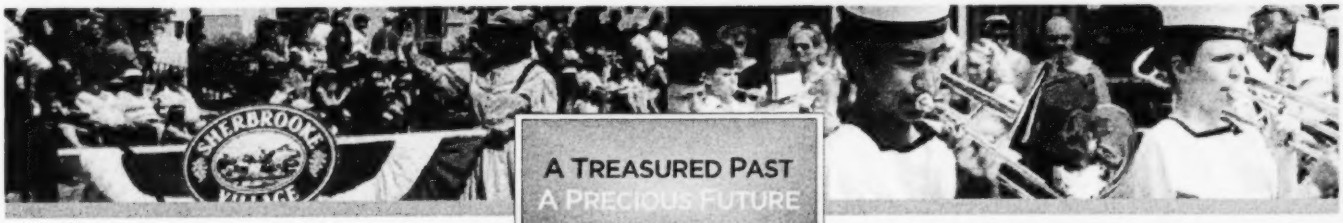
ECONOMIC IMPACT
Heritage also creates prosperity.

We heard that
Our natural and cultural heritage attracts tourists and extends their stay in our communities. Heritage entertains. It is the foundation and inspiration for books, plays, music, film productions, theatre, arts, crafts, outdoor recreation, and more. Heritage attracts new residents and retains existing ones. Tolerant and open societies attract and retain more immigrant populations. Immigrants and businesses looking to come to Nova Scotia consider natural and cultural heritage as factors in their decision to locate. Our heritage is part of the quality of life that makes Nova Scotia more desirable than other places. Our considerable heritage resources are unique. A valued heritage presents a potential I competitive advantage for our province.

A Statistics Canada report, titled *Economic Contribution of the Culture Sector in Canada—A Provincial Perspective*, defined culture as, "creative artistic activity and the goods and services produced by it and the preservation of human heritage." In this report, we learned that the sector contributed 570 million dollars to Nova Scotia's gross domestic product in 2001 and employed 12,800 people (full time, part time, or freelance). Policies and investments in heritage affect Nova Scotia's economy, for better or for worse, in a significant way.

Livable Community Award
Annapolis Royal is a town that takes great pride in presenting its rich heritage. In 2004, Annapolis Royal was named the Most Livable Small Town in the World by LivCom, an international organization that fosters improvements in the quality of life of individual citizens through the creation of liveable communities. Heritage is one of the six key judging criteria for this award. Other criteria are enhancement of the landscape, environmentally sensitive practices, community sustainability, healthy lifestyles, and planning for the future. LivCom, which is endorsed by the United Nations' Environment Program, is the world's only awards competition focusing on best practices in the management of the local environment.

VISION
Our recommendations for a heritage strategy have been guided by an overarching vision for heritage in our province. Our vision statement is intended to present a picture of a desired future or end state for heritage in Nova Scotia. It involves a bit of dreaming with a healthy dose of realism.



A TREASURED PAST
A PRECIOUS FUTURE

We have an amazingly rich and diverse heritage. All Nova Scotians deserve to know and to experience firsthand the principal stories and themes that have shaped our province and our people. In this way Nova Scotia's heritage can make the greatest contribution to fulfilling its primary role of enriching both citizens and society.

We are home to a land that has been occupied by the Mi'kmaq[2] and their ancestors for at least 11,000 years. Four hundred years ago the first permanent European settlement was established at Port Royal. And in 1783 the Black Loyalists at Birchtown, Shelburne County, were the largest community of free African people outside of Africa.

We have interesting stories to tell. We have beautiful natural places to enjoy. This gives us a competitive advantage that attracts tourists, encourages people to stay, and convinces businesses to re-locate here. But most of all, our heritage makes Nova Scotia a great place to live and to explore. Yet we are in danger of having these great qualities seriously diminished if we don't value what we have and rise to the challenge by accepting our shared responsibility.

For these reasons, our vision for Nova Scotia's heritage is that all Nova Scotians will know, appreciate, and experience the heritage that shapes our province.

GUIDING PRINCIPLES

Strategy development involves making choices, sometimes very tough choices, from a range of possible alternative directions. Having a well-defined set of guiding principles or values is essential for making those choices. In an effort to be as transparent as possible about the reasons for our recommendations, we identify the following principles or values that have guided our work:

- Heritage includes tangible cultural, intangible cultural, and natural components.
- Heritage, and the stewardship of heritage, is important to Nova Scotians.
- Heritage is a shared responsibility. We all have a role to play in preserving and promoting our heritage.
- Heritage offers an opportunity to celebrate the diversity of our population. There is so much we need to learn from each other.
- Heritage infrastructure needs to be sustainable.
- Heritage workers, paid and volunteer, and heritage organizations are critically important to the preservation and promotion of heritage—we need to support them and deal with them fairly.
- Heritage can "get further faster" through effective partnerships among stakeholders.

Of these guiding principles we take this opportunity to expand upon the important concepts of stewardship and shared responsibility.

STEWARDSHIP

Heritage stewardship protects and preserves what Nova Scotians value. This vital stewardship of our collective heritage is being done by heritage workers, both paid and volunteer. These people undertake this valuable role on behalf of all past, present, and future Nova Scotians. Without sufficient and sustainable support, we are concerned about what will remain for future generations. Although heritage stewardship is done by a few for the benefit of many, it really is the responsibility of all Nova Scotians.

2 Mi'kmaq is the plural form of the noun; Mi'kmaw is the singular. The tribal name takes the plural form Mi'kmaq, unless one is referring to a single person, a Mi'kmaw. The language is called Mi'kmaq. Mi'kmaw is also the adjectival form: Mi'kmaw person, Mi'kmaw culture.

Protecting heritage today is only a first step. Heritage workers must also preserve it for the future. When we talk of protecting an artifact, a recording, or an original document, simple warehousing does not ensure its survival. It must be protected from decay—from the effects of humidity and light. If it is a recording, we must preserve the technology it was made with or transfer it to newer technologies. When we talk about an archeological site, a burial ground, or an old-growth forest, protecting and preserving becomes more complicated still.

While protecting and preserving heritage for future generations are tremendous tasks, this is not the end of the job for heritage workers. They must also find ways to make heritage accessible to the public for research, study, and entertainment. Heritage must be presented in a way that fosters a curiosity about the past and communicates its value to society. It must inform us and excite us so that we, and future generations, are inspired to cherish and preserve our heritage.

SHARED RESPONSIBILITY

Caring for our heritage involves volunteers, community organizations, and all levels of government. The complex interrelationships among the many participants underline the importance of a heritage strategy.

Our public consultations reinforced this point. People told us that families, schools, governments, associations, organizations, communities of interest, corporations, universities, and more, all create heritage. With creation comes an obligation to invest time and resources in caring for this heritage. As a province, we have not taken heritage to heart.

Some respondents presented a compelling case for creating a heritage consciousness, like the growing environmental consciousness of Nova Scotians. Greater commitment to education and promotion will foster this consciousness and strengthen our sense of identity.

Heritage is a collective responsibility. Nova Scotia's heritage strategy should communicate an important role for everyone and stress the value of partnerships:

- The provincial government must take the lead so that it is possible for all Nova Scotians to understand and experience their heritage. This level of government must demonstrate leadership in heritage investment if it expects others to do the same.
- Families and individuals have a stewardship responsibility to cherish and document their own story. Parents can foster in themselves and their children a curiosity about the past. Everyone can make an effort to experience Nova Scotia's diverse heritage.
- Schools can impart to their students a strong sense of identity and pride in their community through rich education and cross-cultural opportunities. Students need to know about their province's great role in building the nation of Canada. They should learn about their ancestors who made their future possible. They need to understand how their heritage has shaped the world they live in and understand that they are creating the heritage of the future.
- Businesses can be good stewards of their heritage including maintaining their own archives. They can play a major role as good corporate citizens through financial contributions or by providing services to heritage facilities directly at reduced costs or at no cost. Businesses can adapt and re-use heritage buildings instead of tearing them down.

- Municipalities are the first level of government. They need to show leadership and support for local heritage. This means real financial support and long-term planning for all aspects of heritage at the local level.
- The federal government has an important role to play in making sure that all nationally significant elements of Nova Scotia's heritage receive the care and promotion they deserve. The federal government should recognize Nova Scotia's rich heritage and help our province build on this competitive advantage. Federal government investments in heritage should align with, and complement, Nova Scotia's heritage strategy.

PLANNING CONTEXT
When developing a strategy, it is important to evaluate the heritage sector's strengths, weaknesses, threats and opportunities.

Here is what we have learned.

STRENGTHS
- Nova Scotia has a very rich and diverse heritage—we have a lot of interesting stories to tell.
- We have a tremendous stock of unique heritage assets—tangible, intangible, and natural.
- Families spread across the globe have roots in Nova Scotia; increasingly people are interested in learning more about these links.
- Our provincial public archives is among the busiest in the country.
- Heritage workers, both paid and volunteer, are extremely committed to the stewardship of our heritage.
- Elements of our existing decentralized museum system, if properly resourced, could contribute to the formation of a remarkable network of heritage facilities.

WEAKNESSES
- The heritage sector is under-resourced resulting in staff and volunteer burn-out, lack of training, low wages, insufficient and deteriorating physical infrastructure, slow progress on important planning matters, inadequate monitoring and enforcement of heritage protection legislation, and overall loss of significant tangible, intangible, and natural heritage.
- Our museum system is in a state of crisis.
- Heritage legislation is inadequate in several areas.
- The sector as a whole has neither a strong, independent leadership nor a unified advocacy structure to advance its interests.
- The links between the Heritage division and decision-makers in the Tourism division, and the links between the Heritage division and the departments of Education, Environment and Labour, Natural Resources, Transportation and Public Works, and Service Nova Scotia and Municipal Relations are not strong enough.
- Competing pressures exist for constrained provincial finances.
- With certain exceptions, there is a general lack of involvement on the part of municipalities in matters of local heritage.

THREATS
- We are facing the decay and loss of heritage assets, a non-renewable resource.
- Heritage tends to get taken for granted, as something that will just always be there.
- Generations will grow up without a strong sense of personal identity and sense of belonging to a community, with detrimental effects on their health and well-being.

- Facilities have difficulty securing the human resources, paid or volunteer, to do the heritage work that needs to be done.
- When heritage disappears, it is gone forever like the extinction of animals or plants.

OPPORTUNITIES

- Nova Scotia can revitalize interest in, and appreciation of, our diverse heritage through the development and promotion of rich authentic experiences and through investments in research and education.
- The sector can adopt a more systematic and focused approach to acquiring, protecting, preserving, researching, and interpreting heritage assets.
- A broader audience can be reached through the use of technology.
- High quality heritage venues attract more valuable longer-stay tourists.
- More can be accomplished by leveraging provincial investment in heritage through partnerships with other heritage stakeholders, other levels of government, community groups, and the education system.
- Heritage legislation can be made more responsive so heritage assets are better protected and preserved.
- Nova Scotia can better reflect our diverse heritage, both cultural and natural, in how we present ourselves to the world (e.g., tourism, trade)
- Healthier communities can result when residents, including new immigrants, enjoy a sense of belonging through a shared appreciation of their heritage.

Nova Scotia's heritage strategy should build upon the strengths and opportunities while addressing the weaknesses and threats. We have shaped our recommendations with these goals in mind.

CAPACITY

The development of an effective strategy also needs to take into account the capacity of the sector to move forward. Capacity relates to such things as financial resources, human resources, leadership, systems, and infrastructure. If the capacity doesn't exist to support future potential directions, the sector may need to build that capacity first.

Without delving into each area in detail, it is fair to say the task force recognizes that the current heritage sector has some real capacity challenges at the moment. Substantial additional investment is urgently required to develop the sector's capacity to survive, let alone move forward and achieve its full potential.

APPENDIX C
THE PROCESS AND RESEARCH

Government's Role – The Process
The Government of Nova Scotia launched a two-phased process to develop its heritage strategy following the release of the report of the Voluntary Planning Heritage Strategy Task Force in December 2006. The first phase assessed critical issues and opportunities, and the second centred on making strategic choices within a governmental context.

An iterative process was used to validate and focus on the most significant strategic issues and opportunities. Eight departments and four agencies or offices that have major responsibilities for aspects of heritage resource management in the province carried out the work: Tourism, Culture and Heritage, including Nova Scotia Archives and Records Management; Natural Resources; Education; Environment and Labour; Fisheries and Aquaculture; Transportation and Public Works; Economic Development; Service Nova Scotia and Municipal Relations; and the offices of Gaelic Affairs, Aboriginal Affairs, African Nova Scotian Affairs, and Acadian Affairs. The departments of Health and Agriculture and the Office of Immigration also provided input.

Sector partners, the Federation of Nova Scotian Heritage and the Council of Nova Scotia Archives, also provided valuable contributions. Issues were assessed in the context of government heritage resources, legislated mandates and regulations, and government programs and services. The government also considered the aims and interests of others in the heritage sector, including non-governmental organizations, First Nations, federal and municipal governments, heritage workers, and other key stakeholders, through a variety of documents and dialogues including both the interim and final reports of the Voluntary Planning Heritage Strategy Task Force.

The process also consisted of meetings that included the executive management of the Department of Tourism, Culture and Heritage and senior management of the Heritage Division. Staff from the Heritage Division were also consulted in group sessions and through the review of written submissions. Similarly, workshops were held with interdepartmental policy and communications advisors and written submissions reviewed.

An Issues and Opportunities Guide engaged senior leadership across heritage-identified departments and offices, and within the Federation of Nova Scotian Heritage and in the Council of Nova Scotia Archives. As a result of the process of reviewing the guide, the following driving forces were identified: the need to increase the relevance of heritage to Nova Scotians and the need to improve the sustainability of how heritage resources are managed and developed.

Topic areas explored covered those identified by the Heritage Strategy Task Force as well as those more directly related to the mandates of the participating departments and offices. The topic areas and questions explored are summarized below. The reader should note that the following three areas — shared responsibility, sustainable management, and relevance and value — relate to the three strategic directions of the resulting heritage strategy.

Topic 1: Shared responsibility – Government's heritage planning

On heritage legislations
What if Nova Scotia became the provincial jurisdiction known for "regulatory excellence for heritage"? What would that look like? The Voluntary Planning Heritage Strategy Task Force identified the need to review and revise provincial heritage resource acts such as the Special

Places Protection Act, Cemeteries Protection Act, Heritage Property Act, and the Treasure Trove Act, including enforcement practices.

On partnerships
Are there better ways to work that increase the capacity of the voluntary sector and encourages the private sector? The presentation of heritage in the province relies heavily on partnerships. Within government, a process needs to be implemented that can improve current partnerships and assist in identifying new partners and facilitating opportunities to bring stakeholders together.

On assisting Nova Scotia's communities to engage in preserving their heritage
What structures and processes can the government put in place to encouraging communities to embrace the province's heritage? Engaged communities use, treasure, and preserve their heritage organizations. To be viable and sustainable, museums and other heritage organizations must be fully integrated into their communities, whether geographical communities or communities of interest related to particular themes and topics.
The government serves the public in regard to heritage, but quality outcomes are more likely to be achieved when responsibility is shared. Though government's mandate is to resolve challenges and develop heritage resources of demonstrated provincial significance, it is also important to assist communities to tell stories of local significance.

On partnerships with other levels of government
Given the significant roles government partners already play in heritage in Nova Scotia, how can we use the opportunity afforded by the heritage strategy to optimize and enhance relationships with other levels of government? How do we fit this into provincial government planning? For example, the report of the Voluntary Planning Heritage Strategy Task Force recommended that all municipal governments establish a heritage advisory committee.

Topic 2: Sustainable management – Improving the current system of managing heritage assets

On contributing to the adequate funding of museums
How does government identify the "right amount" of funding for museums within the context of its fiscal limits? The report of the Voluntary Planning Heritage Strategy Task Force noted that budgets for museums have stayed the same or steadily decreased in recent years even as, among other things, the provincial collection expanded and heating and other operational costs rose. At volunteer-led museums and heritage sites, reliance on unpredictable or decreasing dollars from admissions and retail operations has increased. As the government manages the considerable pressures on public dollars, stakeholders need to explore the art of the possible in finding new approaches to funding the museum system.

On other resources required to fulfill the museum mandate
How can government ensure museums have the resources, time, and training needed to present heritage in a dynamic and relevant way? Besides financial challenges, museums face other obstacles to fulfilling their stewardship mandates, including attracting and retaining knowledgeable and skilled workers and finding ways to promote and market heritage products in a competitive and demanding environment. The planning horizon is shrinking under these pressures.

On planning for the preservation and conservation of heritage assets
How can the government address immediate heritage infrastructure needs in a strategic and systematic way? The physical condition of our heritage assets has been deteriorating as maintenance and operating costs continue to increase. Planning and appropriate supports are needed to ensure the long-term security and preservation of heritage objects and places.

On improving the administration of heritage legislation
How does government use legislation to collectively ensure heritage resources are protected, preserved, promoted, and developed now and in the future? Developed with worthy intentions,

current laws have shown with use what has worked, what hasn't and what needs to be improved or changed. Specifically, the Voluntary Planning Heritage Strategy Task Force recommended action on three provincial heritage legislations: the Treasure Trove Act, the Heritage Property Act, and the Special Places Protection Act.

On determining provincial significance and creating an inventory of heritage assets to help prioritize needs and inform resource allocation
What research, information, and evidence do we have to systematically manage our heritage assets in the province? The report of the Voluntary Planning Heritage Strategy Task Force stated the need to create and expand the provincial inventory of heritage assets, objects, and places to support decision-making. To do so, management of artifacts, specimens, buildings, and landscapes, including accessioning and de-accessioning, needs to be based on an objective assessment of greatest need or significance and be consistent with departmental mandates.

On developing and maintaining a skilled heritage workforce
How does government grow and develop new talent to maintain the core competencies needed to fulfill our heritage stewardship role? An aging workforce, declining enrolment in heritage education programs, and few opportunities for practical experience in fields related to heritage protection, presentation, development, and management all highlight the need to find innovative solutions to current human resources challenges. If heritage is to become a career in demand, more aggressive partnerships, improved employment conditions, and enhanced learning and training opportunities are required to support development of the required specialized skills.

On developing systems that accommodate heritage realities toward a sustainable future
What assumptions and current practices impede the success of government's management of heritage? Would there be a benefit to having a systemic assessment of financial policy and planning for heritage assets — including data on the financing of cultural and natural heritage protection on different levels (municipal, provincial, federal)? Most of our heritage projects span multi-year timeframes, and budgeting does not necessarily support this practice. Transforming the current cost structure of core assets to more closely reflect planning realities will bolster efforts to build a more sustainable sector.

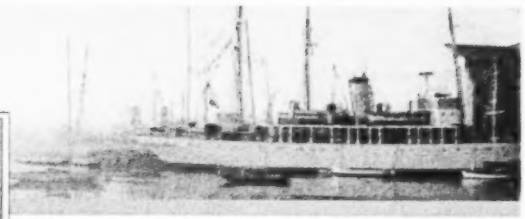
Topic 3: Relevance and value – How Nova Scotians view and value their heritage

On the opportunity to build on the high quality of life in Nova Scotia
What can the government do to influence public perception about the role heritage plays in improving quality of life? The provincial brand Come to Life revolves around the amazing quality of Nova Scotian lifestyles. The public's increasing awareness in this regard offers a window of opportunity to make the intrinsic link with heritage much more explicit.

On making heritage an acknowledged part of Nova Scotians' identity
What if heritage was central to Nova Scotians' sense of identity? What if our entire population were proud heritage champions? We heard many concerns about the need to increase public awareness and support for heritage throughout the Voluntary Planning Heritage Strategy Task Force process. There are many articulate non-governmental advocates for natural and cultural heritage, and an opportunity exists to raise the general public's knowledge of and commitment to heritage.

On quantifying the benefits of heritage
How can we measure and describe the true social, economic, health, recreational, and environmental benefits of heritage? Is the values-based argument sufficient, or do we need additional facts and numbers to inform public dialogue and government decision-making? Stewardship, development, and growth of heritage are consistent with, and essential to, our portfolio of interrelated government strategies.

On finding better ways to communicate about heritage
How do we capture the hearts and minds of all Nova Scotians while celebrating the diversity



of our population? To increase the perceived value of heritage in the minds of Nova Scotians, a targeted communications strategy with clear, measurable outcomes is required.

On inspiring young Nova Scotians to value heritage
How can co-ordination across government be improved to enhance opportunities for young people to know and touch their heritage? The report of the Voluntary Planning Heritage Strategy Task Force made three specific recommendations that encourages government to ensure every child learns about Nova Scotia heritage in their school career, and for the education system to be more closely linked with the heritage stewardship mandate.

On ensuring presentation of the province's heritage is relevant to Nova Scotians of today
How does government interpret provincial themes and stories that are current and have a place in the consciousness of residents and visitors? To be sustainable, cultural and heritage organizations must remain relevant to their audiences. There has been a fundamental change in how the public, and particularly youth, access information and do research, and have opportunities to experience high-quality exhibits and interpretive programs. Museums and other heritage facilities need to be recognized as more than exhibit centres, and instead be known as places where heritage can be examined and debated, where topics and challenges facing communities can be discussed and understood.

On encouraging communities to recognize the value of their own heritage, language, and culture
What do we need to change or do differently to engage diverse communities to ensure all communities see themselves in the provincial presentation of heritage? The Voluntary Planning Heritage Strategy Task Force recommended working with heritage champions in the Mi'kmaw, Acadian, and African Nova Scotian communities to identify opportunities for increased emphasis on the heritage of these populations. Also, the preservation of more intangible aspects of our heritage needs attention in our provincial museums: the language, stories, songs, skills, beliefs, and knowledge of the past.

Critical issues identified
As a result of the discussions, broad agreement emerged on the mostcritical issues and opportunities for government to address in a heritage strategy:

1. The government's heritage planning and decision-making are neither integrated nor well co-ordinated, and there are opportunities to better share responsibility for heritage.

2. The current system of managing heritage assets is not sustainable, and there are opportunities to explore new inclusive and efficient models of heritage resource management.

3. Relevance and value are not apparent to a critical mass of Nova Scotians, and there is an opportunity to demonstrate how heritage makes Nova Scotia a vital and vibrant place in which to live, learn, prosper, and visit.

Shared criteria to make choices
The government currently manages and develops natural and cultural heritage in diverse ways, using criteria linked to specific departmental mandates. To guide a co-ordinated approach, a common set of criteria to evaluate options was needed. The criteria below are listed in order of priority or weighting, with the highest priority at the top.

The alternative
- is realistic, achievable, and moves us toward the vision
- improves long-term sustainability (can afford to support over long term)
- improves relevance of heritage to our audiences — residents and visitors
- strengthens the ability of the government of Nova Scotia to provide stewardship to the most significant heritage objects and places for the public good
- complements, enhances, or leverages existing strategies, programs, and commitments (including broader government priorities and the corporate path)
- enables rather than impairs appropriate community responsibility

- is aligned with best practice heritage stewardship (has been shown to have achieved the outcomes)
- is expected to have widespread support from both government and non-government heritage interests
- provides short-term "wins" that energize the longer-term planning process
- is good for all Nova Scotians
- provides potential for economic growth

Research
The report of the Voluntary Planning Heritage Strategy Task Force is the foundational research piece on which government has developed its heritage strategy. The information gathered through the task force's public consultations was critically important to assess perceptions and needs within the heritage sector and the public. It afforded government a unique opportunity to view heritage broadly and outside of the distinct mandates of separate departments.

The government also learned from the experiences of other jurisdictions in Canada and around the world. Between January and April 2007, a research scan covered 32 heritage strategy and policy documents from Canada, Australia, New Zealand, Europe, and the United States. Documents reviewed are listed at the end of this section.

Through the research scan, it became clear that heritage means different things to different people. Heritage is defined as natural, cultural, historical, tangible, intangible, indigenous, and combinations of the above. Of the
findings, perhaps the most striking was that heritage strategy and heritage planning rarely integrated tangible and intangible cultural heritage and natural heritage.

Unlike strategy development efforts in Nova Scotia, as defined by the public's broad definition of heritage, in other jurisdictions heritage was most often considered a part of a culture strategy or a tourism strategy. Though not a comprehensive scan, no examples could be found in which tangible and intangible natural and cultural heritage were encompassed in the word heritage.

Commonalities, however, were found in themes and strategic directions. In particular, strategies stressed the importance of collaboration, education, sustainability, and the preservation and conservation of resources. As with the process in Nova Scotia, other jurisdictions acknowledge that strategy implementation to achieve goals requires participation from many "players," and that the process is bigger than any one department and, in fact, bigger than any one level of government. Action plans reflect this need for collaboration.

Limitations
The scan of documents was limited by its very nature. It was not intended to be a comprehensive survey of strategies worldwide or exhaustive research. Instead, the cross-jurisdictional scan was intended to provide background and context and stimulate strategic thinking through the planning process.

Only those government heritage strategies or policy documents available digitally through the web were considered. In addition, Internet searches are limited to terms used (heritage and strategy and government) and to strategies produced within the past 10 years.

To assess the documents, a qualitative judgment was made using criteria to assess the relevance to Nova Scotian circumstances. For example, questions considered if the document was a government strategy or a sector strategy, if it was integrated across departments and divisions, if it defined heritage broadly or narrowly, and how the strategy or planning process was developed.

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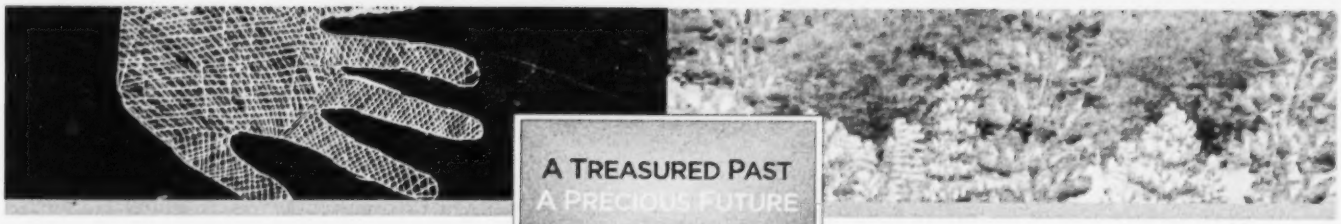

APPENDIX D
HOW IT FITS TOGETHER

Nova Scotia is undergoing a dynamic period of unprecedented efforts across government to address our sustainable prosperity and environmental future.

Our economic growth strategy, *Opportunities for Sustainable Prosperity 2006*, embraces the vision of a thriving Nova Scotia that by 2010 is the best place in Canada to live, work, do business, and raise families. Realizing this vision requires that all five of the building blocks of productive capacity identified in the growth strategy are nurtured, integrated, and developed. The heritage strategy closely relates to four of these building blocks through priorities that address our built capital, natural capital, human capital, and social capital.

Our social policy framework, *Weaving the Threads: A Lasting Social Fabric*, builds on and complements our growth strategy by incorporating a longer-term view into planning and through policy pieces that support a vision in which meaningful contribution in a safe, creative province is an opportunity available to all.

Heritage is integral to this vision in many ways. It is intrinsic to our sense of identity, our sense of community and pride of place. Through the initiatives highlighted in our heritage strategy, *A Treasured Past, A Precious Future*, opportunities to celebrate and engage in diverse natural and cultural heritage will be promoted to cultivate the sense of community that defines who we are as Nova Scotians. Efforts to enhance the recognition of the value and relevance of Nova Scotia's heritage to residents will help to sustain our rich provincial heritage and build that sense of community that nurtures our creativity and protects our values. Priority initiatives that address education and lifelong learning will ensure that traditional skills are developed rather than lost and that heritage facilities provide both interpretive and educational experiences to visitors and workers.

Through activities designed to strengthen relationships and co-ordination among people, organizations, and governments with a shared responsibility for heritage stewardship, the heritage strategy will positively affect collaboration to support heritage in ways that will ensure viability and vitality now and in the future.

These elements are critical to the success of the Environmental Goals and Sustainable Prosperity Act, (April 2007). This unique piece of legislation brings together economy and environment by appreciating their interdependence. It acknowledges that Nova Scotia can grow economically without negatively affecting the environment. In proclaiming this legislation, the government took a significant step to address the deeply embedded system challenges that can impede sustainable growth.

The heritage strategy builds on this legislation by providing policy direction and opportunities to develop the leadership required to improve heritage stewardship. Initiatives designed to ensure the integrity of our natural heritage, land, and ecosystems feature prominently in *A Treasured Past, A Precious Future*, in particular, those supporting activities of the emerging water resources management strategy and natural resources strategy.

All of these corporate initiatives unite to support the government's vision of a "new Nova Scotia." All are connected and important.

For the average citizen, however, it isn't about legislation, policy initiative, strategy, or another new project. What is important is sustaining a cherished way of life, our communities, and the values that allow them to prosper. Government efforts are paramount to achieving this vision. Improving the protection and management of Nova Scotia's heritage through a strategy is a vital piece of this process.